

## OREM CITY COUNCIL RETREAT

Aspen Grove Conference Center

RR 3 Box E-10 Sundance

Provo, UT 84604

January 22, 2014

### **3:30 P.M. RETREAT**

Mayor Brunst welcomed all in attendance. He began by quoting Proverbs and said, “When there is no vision, people perish.” Mayor Brunst said he believed it was important for the City to determine where to go, and to identify Orem’s vision.

Mayor Brunst reviewed the agenda for the meeting, and then turned the time over to Mr. Davidson for a team-building exercise.

Mr. Macdonald said when there are no people, the vision perishes as well. He indicated to Mr. Davidson that the City Council expects the City Manager and City staff to execute the Council’s vision.

Mr. Davidson said he feels quite confident that staff would get the Council to where they want to be in terms of vision. He acknowledged the agenda and provided the Council members with a post-it note pad and sharpie marker to note thoughts/concerns/ideas that the Council wanted to discuss. The purpose of the exercise was to jot down the information they wanted to discuss and place them in a visual “parking lot,” so that down the road Mr. Davidson could position the discussions around those topics when possible.

Mr. Davidson carried out a team building exercise with the Council. He passed out a preassessment to be completed with information before the Council had read the book *Who Moved My Cheese*, a copy of which was distributed to the Councilmembers before the retreat.

Mr. Davidson referenced Dr. Covey’s “See-Do-Get” model. He said most often when management principles and change were discussed, the focus centered on what people do. Dr. Covey’s premise was that people can’t just do, they have to focus on the “See.” If they want to change what they do, they have to start with changing their belief system which controlled what they do.

Mr. Davidson shared a video which gave a synopsis of the book *Who Moved My Cheese*. The Council discussed the characters in the film and drew the following conclusions on the four characters:

Proactive:

- Sniff
  - Anticipates change
- Scurry
  - Get it done
  - Jumps into action
  - Less thinking

- Ready – Shoot – Aim

Reactive:

- Hem
  - Inability to see
  - Stuck in the past
  - Blame
  - Won't accept change
  - Won't listen
- Haw
  - Visualize the future
  - Born again proactive
  - Learned

Through discussion, the Council identified the following areas of focus:

- Anticipate the best rather than the worst
- Think positive rather than negative
- Be constructive rather than destructive
- Be confident rather than insecure

Mr. Davidson said that though each member on the Council might have differing views from one another, each member of the Council had been elected to represent the people of Orem. The process of representative government was to bring the collective concerns of the citizens to a head so the City could move forward.

Mrs. Black suggested the Council work together to come up with decisions after having understood the facts on any given issue. They should seek out the facts on issues and be informed.

Mr. Seastrand said the Council members should ask each other how they can blend as a group.

Mr. Davidson shifted the discussion to address the City Council's perspective on working relationships. He encouraged them to discuss what they would like to see at City Council meetings. Through discussion, the Council identified the following items as areas of concern for appropriate conduct at meetings:

- No public attacks on one another
- Work on issues together
- Respect

With regard to the public, the Council identified the following concerns as areas to discuss and find solution:

- Limit speakers/repetition
- No muggings (disrespectful behavior directed at someone else)
- Speaking time limits
- Total time limit for public comment sections of the meeting
- Expectations for public conduct at City Council meetings

Mr. Davidson suggested that necessary preparations take place prior to City Council meetings to avoid last-minute confusion on scheduled items. He requested that Council members ask questions prior to the meeting so the Council's concerns can be addressed in advance.

Mayor Brunst suggested that Council members, when possible, visit project sites of upcoming agenda items. Visiting the sites could provide insight and understanding far beyond what the agenda packet could do on its own.

Mr. Seastrand and Mrs. Black expressed their reservations in members of the Council meeting independently with developers who were seeking to develop property in Orem. Mayor Brunst said that, if those meetings did take place, Council members must ensure the developer understood the importance of the process.

Mr. Davidson stated that meeting independently with developers could cause the Council members to run the risk of accusations, even if the meetings were based fully on seeking further understanding.

Mayor Brunst asked if it would be better to make arrangements to meet with developers at pre-meetings or work sessions. Mrs. Black said that would be more appropriate.

The Council then discussed the framework outlined in the City Council retreat from 2012. Mayor Brunst shared a story about Geneva Steel and related it to the importance of Orem having a vision and working toward a goal.

In response to the previous goals from 2012, Mayor Brunst said he believes Orem's economy had come a long way. With great education and recreational facilities, the quality of life in Orem was good. Orem's neighborhoods were safe. The City government was professional. Even with those good things, the City needed to continue having a vision of where they are going.

Mayor Brunst gave time for Council input on what the City can do better.

Mr. Macdonald spoke to citizen concerns of the numerous multifamily housing units within Orem. Mr. Andersen referred to a study that indicated Orem's population was aging, and the new multifamily housing facilitated younger families and, in turn, provided space for growth in the younger population. Mayor Brunst said surprisingly Orem sat low on apartment availability, even with all the building that was going on.

The Council discussed the possibility of changing the PD zone ordinance until a strategic plan for State Street could be developed.

Mayor Brunst said that he would like a map showing the apartments being built throughout Orem. Mr. Davidson said he suspected the new development of apartments was spread fairly evenly across the city, with the exception of the area around Utah Valley University.

Mayor Brunst indicated that he would like to see the Neighborhood in Action (NIA) groups be strengthened somehow. He suggested one way would be to hold neighborhood meetings

throughout the city as a vehicle for the Council to get out and talk to the citizens. Those would be open events just to sit and talk. No schedule would be defined for these potential meetings.

Mr. Andersen said he appreciated that idea and suggested that LDS missionaries serving in communities could be put to use in that capacity if they were looking for service opportunities.

Mr. Davidson cautioned against a partnership with a specific entity for events. The NIA organization was a great way to address certain concerns. The challenge with the NIA has been filling vacancies. Mayor Brunst suggested that could be an area for the Council to address.

Mayor Brunst asked the Council think of five sustainable goals that could be reached within two years. He said they would consider those suggestions at the end of the retreat.

Mayor Brunst discussed forecasted issues within Orem, including Bus Rapid Transit and other transportation systems, and the influx of several thousand more students to attend Utah Valley University in the coming years. He said it was important to maintain Orem's resources and infrastructure for future generations.

Mr. Davidson said the value of Orem's infrastructure was worth well within the hundreds of millions of dollars. In order for the City to maintain those infrastructures, they should also look at debt obligations and allow for shared responsibility to carry that load as well.

Mayor Brunst went over the agenda for the second day of the retreat. The Council then participated in a social activity and adjourned for the evening at 9:30 p.m.

OREM CITY COUNCIL RETREAT  
Canyon Park Technology Center  
1501 N Technology Way, Bldg. G  
January 23, 2014

**9:00 A.M. RETREAT**

CONDUCTING	Mayor Richard Brunst
ELECTED OFFICIALS	Councilmembers Hans Andersen, Margaret Black, Tom Macdonald, Mark E. Seastrand, David Spencer, and Brent Sumner
APPOINTED STAFF	Jamie Davidson, City Manager; Greg Stephens, City Attorney; Richard Manning, Administrative Services Director; Bill Bell, Development Services Director; Scott Gurney, Interim Public Safety Director; Karl Hirst, Recreation Director; Charlene Crozier, Interim Library Director; Chris Tschirki, Public Works Director; Taraleigh Gray, Deputy City Recorder; and Dawnie Larsen, Executive Assistant

Mayor Brunst welcomed everyone to the City Council retreat.

Mr. Manning reviewed the June Financial Statement with the Council. The following points were discussed:

- Operating revenues - sales tax is increasing but is less than 2008. The overall trend is going up.
- Fee increases cover the cost of operations
- Streetlight fund is struggling due to lack of funding
- Infrastructures needs include the need for slurry seals, roads, and crack sealant
- Housing industry shows sign of strengthening
- Comparing current values within the June Financial Statement to the prior fiscal year, Orem's position is increasing
- Business and Revenues--Orem Recreation takes a hit due to the Pass of all Passes and the fact that Alpine School District's schedule was later, causing one session of swim lessons to be missed
- Personnel cost decrease
- Cost of Utilities – natural gas costs have increased
- Proprietary Funds (Water)
- Public Safety fleet – replacement of four vehicles
- Orem's AA+ bond rating and the City's total bonded debt

Mr. Manning indicated that the single most important thing the City Council does is adopt the budget. It's the financial plan of what the City determines to do and it is how goals are accomplished in the coming year.

Mr. Manning made reference to the need to replace utility systems and other infrastructure within Orem, as needed, to ensure those systems are self-sustaining.

Mr. Manning discussed capital money and spoke to sales tax. He said if the City had an unexpected increase in sales tax, it was important to use those funds for one-time expenses rather than capital money, not long-term money. Going forward, if Orem sees a housing bubble, in retrospect Orem can identify it. The City should treat these funds as one-time money.

Mr. Manning spoke about the need for vehicle replacement. He indicated that right now Orem is overly dependent on sales tax. This figure goes up and down. Internet purchases have a negative effect on the city. This is consistent with other cities that have commercial base. Orem wants sales tax. If you have a place with a lot of good jobs, sales tax will follow. When Orem was developed, Orem blossomed as a sales tax hub.

Mr. Manning suggested the City keep a healthy reserve for enterprise funds. These funds will serve the City well in the case of a catastrophic event to rebuild systems.

Mr. Manning referenced debt and said the City should and would use it sparingly. Typically when Orem utilizes debt, the City does it for capital investment and intergenerational equity.

Employee compensation within the City was discussed. Mr. Davidson suggested the Council, with the help of staff, develop and operate through a market driven plan when addressing the compensation and employee development needs of the City employees. Hiring and keeping talented employees is important. Mr. Davidson spoke about the Haye system and informed the cCouncil on how this system evaluates jobs based upon the total knowledge necessary to perform the job, accountability, and the decision making required to perform the job. The evaluation takes every job (Orem has a wide variety of jobs) and values them to the City.

Mayor Brunst spoke on the concerns regarding Orem's employees and the lack of increases for employees over the last six years. He said Orem's greatest asset is Orem's employees and feels it is necessary to be treating them in a proper manner. The Council requested Mr. Davidson to provide them with three studies so the Council can get an accurate idea of where Orem is at in terms of compensation.

Mr. Davidson said Orem is a market driven organization in terms of compensation. Regardless if someone finds themselves at the bottom, middle, or top, consideration should be given based on market competitiveness. He suggested the City look at the overall compensation program and be realistic about the program. When employees leave, they don't know what the future is. People are in it for the long haul. The culture in terms of public safety, when they make decisions they are looking to stay for the long haul. The City needs to suggest to them a perspective that would allow them to continue in their career. Orem needs to look at this from a market perspective and build to that market. Mr. Davidson suggested the topic of compensation be discussed with the Council every year so as to can stay consistent with the market. Orem should be market competitive.

*\*\*The Council took a lunch break at 11:47a.m.*

*\*\*The meeting resumed at 1:06 p.m.*

The Council discussed views on current City issues. The following topics were discussed:

- Midtown Village
  - Citizen Concerns
  - Three past cash offers to buy the project, none of which have succeeded in purchasing the project to this point
  - Midtown SID parking Garage
  - PD-zone tied to Midtown
- Parking at Lakeside Park – Park Programming and Scheduling
  - Possibility of buying land across from the park, 2.5 acres, to use for parking lot
    - Price for property is at a premium, above fair market value
  - The current lot was planned for eight games running simultaneously. In the past they have had as many as twenty-two games running at once, which is much higher than the projected amount
  - Vineyard will let us annex property only if Orem would allow them to annex property along the Geneva corridor – which Orem is not willing to do
- Training Facility for Public Safety
  - Three acres near US Synthetic - intent in buying the property is to build a fire station and training center that all the firemen would come together on
    - Possibility of placing a container on the property for training purposes
    - Concern with getting the fire apparatus out to where the container is – the approach would have to be considered
  - Fire skills are perishable have to be practiced to maintain levels of operation
  - Currently Orem firefighters train in Provo – time response is hindered when training takes place outside the city
  - New station and training facility not an absolute necessity at this time but a desired resource
- University Mall
  - Woodbury's RC Willey announcement
    - RC Willey will occupy the Nordstrom space at the mall
    - RC Willey will combine their outlet center in Provo and their retail center in Orem together
  - After permits are received, Woodbury will soon begin demolition of the Mervyns building
- UTOPIA
  - Macquarie Private/Public partnership
    - Meeting with Macquarie scheduled for January 30<sup>th</sup>
    - Discuss milestones with each aspect of infrastructure build-out
    - Milestone one's estimated cost is just over \$500,000.
      - Macquarie would present the UTOPIA cities with a soft proposal
      - The cities would have 30 days with this soft proposal before it becomes firm.
      - The cities then have sixty days after the proposal goes firm to accept or reject the proposal.

- Integrating individual Internet Service Providers with the UTOPIA framework
- Total cost of all milestones approximately four million.
- Debt incurred for the build-out would be predicated on an assessment fee, similar to that of a utility or garbage fee

*\*\*The Council took a break at 3:00 p.m.*

*\*\*The meeting resumed at 3:18 p.m.*

The Council discussed future planning and desired direction for the city. Mr. Davison asked the Council to list some short-term priorities for Orem. The Council identified the following as areas of interest for the short-term:

- Communications
  - Social media
  - Town hall events
  - Paper newsletters
  - Enhancement of NIA
  - Transparency
  - Public Image / Branding
- State Street Plan
- Employee Development/Compensation
- Master Plans/Strategic Plans
- Economic Development Plan
- Update the Emergency Operations Plan
- South West Annexation Area
- Utopia Partnership with Macquarie
- Financial Sustainability Plan
- Community Engagement
- Senior Citizen Quality of Life
  - Balancing services over generations
- City Facilities
  - City Center
  - Center for Story
- Create Harmony between members of the City Council

Mr. Davidson then asked the Council members to list some long-term goals the Council has for Orem. They identified the following as long-term goals for Orem:

- Centennial Commemoration (2019)
- State Street Plan implementation
- Geneva Road
  - Transportation
  - Development

Mr. Davidson then asked the Council to synthesize the list of short-term goals to come up with the top five goals the Council would like to focus on. Per majority vote, the Council identified the following priority short-term goals:



- Communication
- Employee Development/Compensation
- Harmony within the Council
- State Street Plan
- UTOPIA
- City Facilities (Center for Story)
- Financial Sustainability Plan

Mayor Brunst reviewed the priority goals and said the only way to achieve a goal is to be accountable. He suggested the Council revisit these goals often and that the Council should be accountable for these goals in twenty-four months.

The meeting adjourned at 4:42 p.m.

Approved: February 25, 2014

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Donna R. Weaver, City Recorder